

Miscellaneous excerpts from the book:

"The Creative Ordeal - The Story of Raytheon"
by Otto J. Scott - Athenium 1974

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"The shifts differed from those made by Phillips' immediate predecessors in one important basic. Both Geneen and Krafve have brought in men from outside, added men and titles, and produced a more crowded and complex organizational chart. Phillips simplified the streamlining extended throughout the entire pyramid."

"He had gone over accounts with the comptroller and had discovered expensive country club memberships, expense accounts loaded with costly extras. The trend would have to be reversed."

"Phillips was convinced that Raytheon's commercial groups had to be pruned of unprofitable men and ventures and then set on a new, expanded course."

"In the missile field, Weisenbaker decided he had found the right man in the form of Tom Phillips. He left the younger man the heavy responsibilities and Phillips was immersed. He later recalled on some occasions when he worked from 8:00 a.m. until 6:00 p.m. - the following night. Why did he work so hard? Later Phillips said, 'it represented challenge'."

"From the start, Holmes appreciated Phillips who did not stand on ceremony. 'He would come down to my office, sit down and level' Holmes recalled, and 'discuss every difficulty.' Holmes' quick eyes noted that Phillips, far from playing 'all-seeing boss, worked hard, long hours and was visibly tired.' At the same time, he was impressed by Phillips' grasp of technological detail and his ability to assess this area."

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"It was clear to Adams that Phillips' plans for the company were long range and constructive. He told Phillips that he intended to propose him to the board as president. He speculated aloud on what that post could mean. 'If you become chief executive' he said looking ahead, 'I would expect you to hold that post until you retire. That would give you about 20 years, which is probably more than enough.' In other words,

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if all went well with Phillips as president, the younger man could expect to achieve the top job in 1964. Phillips was then 40."